

TUEB R



**We
Will
Protect**

Vol. 2, Issue 2

A Publication of the Michigan State Police Training Division

Spring 1996



The Power Of Vision

A few years ago, the Michigan State Police formalized the challenge of creating its own future. The process it began is commonly called strategic planning. Strategic planning is best defined as a process by which an organization envisions its own future and develops the necessary operations to successfully achieve that future. While this formal process is relatively new, the idea of building an organization around a grand inspiring idea is not.

On July 4, 1776, long before a process on planning had ever been thought of, a group of men gathered in Philadelphia and adopted the premier plan that would guide a country. They called this plan the Declaration of Independence, and while Thomas Jefferson is given credit as author, many minds contributed to its creation.

If we examine the Declaration of Independence, in comparison to our own strategic plan, we will no doubt learn a great deal from our founding fathers — who were experts in strategic planning long before it became a field of study.

The Vision Statement

As members of the Michigan State Police are now so familiar, a strategic plan includes the vision, mission, values, and goals. The vision is created first so that all the other parts can be focused upon it. An organization's vision statement embodies an idea that its members strive to achieve. Great organizations require great visions.

Examining the Declaration of Independence, the following vision statement stands out:

"...to assume among the powers of the earth, the separate and equal station to which the Laws of Nature and of Nature's God entitle..."

This powerful statement addresses all other countries, declaring that the United States of America would stand separate and equal in stature. Examining the vision for the Michigan State Police, we find that it makes a strong declaration as well:

"To be recognized by our citizens and the criminal justice community as the leader in quality law enforcement and public service."

While we are not comparing our vision with the eloquence of Jefferson's writing, we can be proud that we have created an idea that also inspires greatness.

The Mission Statement

After the vision, strategic planning requires a mission statement to provide a definition of why an organization exists, what business it is in, and whom it serves. The Declaration of Independence declares that the mission of the United States of America is:

"...to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed..."

While the United States of America is declaring it will secure the rights of individuals by instituting a government that serves the public, the Michigan State Police mission states:

"The Michigan Department of State Police shall provide leadership, coordination, and delivery of law enforcement and support services in

order to preserve, protect, and defend people and property, while respecting the rights and dignity of all persons."

The Value Statement

Another integral part of a strategic plan is probably the most familiar — the value statement. While the vision defines a destination to strive for, and the mission declares what an organization does, the value statement creates principles that will determine norms and standards for acceptable behavior. Looking at the Declaration of Independence, we can say that the values of the United States of America are as follows:

"We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty and the pursuit of Happiness."

Equality, Rights, Life, Liberty, and Happiness are five key words that have helped determine the values for citizens in this country. The Michigan State Police has also adopted five key words as values for its members:

"A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY."

Establishing values is essential to ensuring that the vision will be pursued in an ethical and moral way.

(Continued on Page 2)

If there is a training issue that you would like addressed, or if you would like to submit an article — please forward to the Training Division.

A PROUD tradition of SERVICE through EXCELLENCE, INTEGRITY, and COURTESY.

Power of Vision . . .

(Continued from Page 1)

Goals

To help an organization accomplish its mission, goals must be established. Without goals, no person and no organization can be successful. Goals are broad targets for performance, and should be established high enough to stretch one's abilities. The United States of America established its goals in the Constitution. Thomas Jefferson summarized them as follows:

"To preserve freedom, crusade against ignorance; diffuse knowledge; follow truth; educate the people at the common expense."

"Equal application of law is fundamental. Health and morality must not be sacrificed to learning."

"Our wisest policy is peace and friendship with all mankind."

"Make our hemisphere one of freedom. An attack on one is an attack on the whole."

The Michigan State Police has established these goals:

"Maintain the highest standards of professional excellence."

"Deter criminal activity and seek, detect, and arrest offenders of the law."

"Enhance traffic safety, deter motor vehicle crashes, and enforce the Michigan Vehicle Code."

"Maximize compliance with state laws and administrative rules."

"Provide support services to meet law enforcement and emergency needs."

"Provide 24-hour service to people within the State of Michigan."

"Provide the expertise and resources to educate the public in life safety, crime prevention, and fire prevention."

Conclusion

It is important to understand that no strategic plan, declaration, or constitution works in and of itself. The Declaration of Independence would have been an empty document had it not inspired the support of the populace. Likewise, the Michigan State Police became an outstanding law enforcement agency long before its strategic plan was in place because its members already held those principles in their hearts. However, a strategic plan does serve to constantly remind us what is to be accomplished and where we are going. ■

In Sights

Ordnance and Marksmanship Training Unit

Because police officers work with weapons as part of the job, we become comfortable with them. Problems arise, however, when we become too comfortable, and the way we treat weapons becomes mundane and possibly even careless. Almost all police officers have caught themselves handling a weapon in a way that, upon deeper thought, they know they should not.

Below are some problems that have started to be repeated in the field:

Covering the Ejection Port

There have been several instances this year, that while unloading the SIG, rounds have detonated in the users hand. This is caused by covering the ejection port and trying to catch the round being ejected. If the round is not caught, it drops back into the weapon. If the slide starts forward the round is detonated by the extractor, which strikes the primer of the dropped round. The resulting injuries thus far have been fragmentation wounds and minor burns.

Trap Rounds in Shotgun Boots

Several work units have reported that

upon completion of the Post shoots, trap rounds have been found in boots of weapons taken on patrol. Trap rounds should be used for training only, and must be replaced before shotguns are taken on patrol.

Disconnecting the Trigger Bar Spring on the SIG

Ordnance has repaired several weapons where the trigger bar spring on the SIG has become disconnected. The trigger bar spring is under the grips on the right side of the weapon. The spring provides for movements of the hammer, and moving of the safety mechanism. If the spring becomes disconnected, you will experience a dead trigger sensation (same as if the slide locked open) and the weapon will not fire.

The primary cause of this malfunction is the removal of the grips for cleaning. It is also possible to disconnect the trigger bar spring by aggressively cleaning the magazine well with a cleaning rag. In most cases the spring is dislodged during cleaning, and then disconnects while being fired. Do not remove the grips

for cleaning. Only a qualified armorer should ever remove the grips. Also, the magazine well should be cleaned gently so as not to damage or loosen any parts.

If you suspect that your trigger bar spring has become disconnected while on the road, **transition to another weapon immediately.** This cannot be repaired quickly as it requires removal of the grips. Information was initially given that the weapon could be fired if turned upside down; however, that was not the case in tests conducted by the Ordnance Unit.

Firearm Repair

Firearms in need of repair should be forwarded to the Ordnance Unit. Many of the problems initially faced are compounded by self professed armorers attempting to repair weapons at the local level. Currently there are four SIG armorers in the department, three in the Ordnance Unit, and one (Sgt. Rick Aro) at the Flint Post. Armorers are required to be certified every three years. ■



Presentation Skills

“Program Goals”

(Part II of IV)

In Part I of this series you saw how important it is to have an understanding of who your audience will be. Now we put that information to use as we begin to actually develop program material relevant to that specific audience. Consequently, a very important consideration is, “what are your program goals?” Based on the time available for your presentation, what *exactly* is it that you want your audience to remember or be able to do at the conclusion of the program.

First, let's look at the available time for your program and perhaps you will see the importance of setting “Program Goals.” You have been asked to speak on a particular topic for which you could speak for hours, but you are asked to give only a twenty minute presentation at a luncheon meeting. You could try talking faster, but that probably wouldn't work. The key instead is to focus on

what the audience needs to know and how they will use the information.

Once you have narrowed the focus of your program, it's time to write a desired goal you want to achieve with your presentation. If you are giving a program about home security and you want your audience to be able to do a home security survey, your goal will be “At the end of this presentation, the audience will be able to accurately perform a home security survey.” The focus of this program, then, is to provide your audience with all the information they will need to do a home security survey.

Establishing a clear program goal helps to further develop your program material. Based on the program goal, you can determine what is “need to know” information and what is “nice to know” information. There is only time to present the “need to know”

information in a twenty minute presentation.

You have given your program direction, now let's look at the next step in organizing your material. Take some time to list all the major points you want to make in your presentation. Don't worry about logical order quite yet. Once you have a list of all the main points, take a critical look at it to insure it is complete. If it is, then it is time to organize the material to insure a smooth, logical flow — from general to specific.

By following this very simple, sensible approach to program planning, you provide yourself with very specific program goals that will ultimately make it easier to develop a program that flows smoothly and meets the needs of your audience. The next step is to use the ideas developed here to formulate a lesson plan, but we'll talk about that next time. ■

Threat Recognition One-On-One Confrontation

Patrol Techniques Unit

There are visual cues that most assailants will make prior to an attack. By anticipating a potential threat, you may be able to plan a strategy that could save your life.

Strained Voice Sound

A low hoarse sound, caused by adrenaline tightening the vocal cords.

Repeated Phrases

The assailant is concentrating so much on their attack plan that there is a tendency not to be verbally creative—hence they may continually repeat themselves.

Sweating (no apparent reason)

Characteristic of the assailant is the act of “ringing out” their hands.

Mouth Breathing (no apparent reason)

Due to the related stress of the event.

Mouth breathing also increases voice strain and imperfect speech.

Tightening Jaw, Clenching Jaw

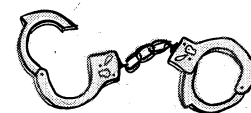
This is a reflexive action that the assailant will perform in anticipation of conflict.

Weight Shifting

Watch for either the body's weight shifting forward or backward for no apparent reason. A person who is going to try tackling you will point the rear foot forward.

Fist Clenching

Closely watch the person who is continuously opening and closing their fingers. Observing fists clenched on an assailant is a good indicator that he or she has “keyed-in” on you physically, and an assault is imminent.



Shoulders Rolling Forward

Bending of the Knees

Ducking of the Chin

All three of the above cues are physical actions that usually occur simultaneously, a split second before the physical assault. It is one of the oldest animal instincts which will lower the center of gravity.

Target glance

An assailant may be looking to strike you on a particular part of your body, or looking for an escape route. If an assailant is looking at your duty weapon, he or she is probably thinking about grabbing it.

Distraction

This is a learned trait that an experienced assailant will use. The assailant will give you something else to look at and then when you're distracted — attack. ■

Bloodborne Pathogens

Law enforcement, by its very nature, is a dynamic occupation. While training gives officers the skills to protect the public and themselves from visible dangers, the gap in the body armor is the possible exposure to bloodborne pathogens.

To protect yourself from bloodborne pathogens, there are four systems: vaccination, engineering controls, work practices, and exposure control plans.

#1 — Vaccination

Your employer must offer you a vaccination series to guard against hepatitis B, free of charge. TB testing is also mandated, especially for corrections officers.

#2 — Engineering Controls

Items such as gloves and eyewear will protect you from splashes, masks will provide protection from airborne diseases, and puncture proof containers should be used for needles.

#3 — Work Practices

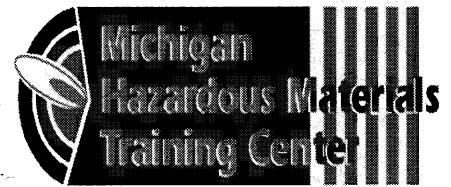
Work practices are how you use the engineering controls you were given. Here is where training is linked to your judgment on how to use your infection control equipment and when.

#4 — Exposure Control Plan

When you believe you have been exposed to a bloodborne pathogen, you are entitled and morally obligated to have medical treatment. This prevents further spread of the illness, as well as ensuring your own health.

Self-Protection Suggestions

- Keep a pair of latex gloves in a pocket.
- Move your hands slowly during pat downs and searches.
- Assume every pocket holds a needle with old blood in the bore.
- Never touch any open wounds without gloves.



- Carry a pair of safety glasses to protect against blood splashes to the eyes.
- Place your latex gloves inside a dust mask (a common dry wallers mask will do) and use the mask to help protect from inhaling or ingesting infectious products from the human body.

Conclusion

Law enforcement officers have been, and will become infected with a variety of diseases through occupational exposure. The best infection control skill is to remember your training; have gloves, mask and eyewear readily available, and use good judgment. Remember: you do not want to bring an infection home to your family. ■



The Real-Hero

*I'd heard fool-heroes brag of
where they'd been,*

*With stories of the glories that
they'd seen.*

*But you, good simple trooper,
seasoned well,*

*Endured experience in posts of
hell,*

*Fatigue and vigils haunting nerve-
strained eyes,*

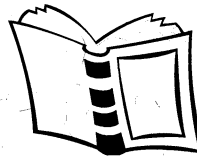
*And your partner killed to make
you wise;*

You had no babbling phrases.

— excerpts from "A Whispered Tale"
by Siegfried Sassoon ■

Number of Copies Printed: 3,400
Total Cost: \$300.00 Cost Per Copy: \$0.088

LERC Update Book Review



Mind Hunter

Inside the FBI's
Elite Serial Crime Unit

John Douglas, the special agent who pioneered a new age of behavioral science and criminal profiling, has recently written a book called "Mind Hunter." Now retired, Douglas gives a behind-the-scenes look at the way he hunted some of the most notorious sadistic criminals of our time. Douglas underscores techniques especially relevant for catching serial killers. Says Douglas, "Most of these guys are catchable early in their careers. The first and second crimes are the most significant in terms of behavior, location, and target, before they start perfecting what they do and

moving around the country." As part of his research, Douglas interviewed numerous serial criminals in order to answer several basic questions:

1. What leads a person to become an offender and what are the early warning signs?
2. What serves to encourage or to inhibit the commission of his offense?
3. What types of response or coping strategies by an intended victim are successful with what type of offender in avoiding victimization?
4. What are the implications for his dangerousness, prognosis, disposition, and mode of treatment?

Many books on criminal investigation are available through the Law Enforcement Resource Center, located at the Training Academy. Mary LePiors is the librarian. You may request material by calling 517/322-1976, faxing 517/322-1130, or E-Mail lepiorsm@mlc.lib.mi.us. ■